Idaho
Commission on Aging

STRATEGIC PLAN

Updated / Amended
For 2007

Index

(Goals include Objectives, Strategies and a listing of "External Factors which pose Potential Limitations". In addition, Performance Outcome Measures have been developed for some Goals.)

Idaho Commission on Aging

Vision

All Idahoans,
as they age,
retain autonomy
to determine
their own
life course.

Idaho Commission on Aging

Mission

To improve quality of life
for all older Idahoans,
vulnerable adults,
and their families
through education, advocacy,
accountability and service;
to provide opportunity
for all to live independent,
meaningful and dignified lives
within communities
of their choice.

Idaho
Commission on Aging
STRATEGIC PLAN

Goals, Objectives and Strategies
with Performance Outcome Measures
and a Listing of External Factors
which pose Potential Limitations
to Efficient Future Delivery of Services

> **Goal #1:** **PREPARE FOR CHANGING DEMOGRAPHICS AND A NEW GENERATION'S PARTICULAR NEEDS AND PREFERENCES.**
>
> We recognize that our programs must evolve to be relevant and helpful as the needs and expectations of the aging population change.

OBJECTIVE 1-A: In-depth understanding of social trends and the contemporary economic environment.

STRATEGIES:

1-A/1.   Assess the current and anticipated needs of persons who will become clients within the next 5 to 15 years.

1-A/2.   Brainstorm with stakeholders

1-A/3.   Conduct seminars, workshops, conferences, etc., to educate and advise service providers and others within the aging network regarding the changes in needs and preferences anticipated within the population of clients they serve.

OBJECTIVE 1-B: Revision/updating of priorities in recognition of changing social and economic realities.

STRATEGIES:

1-B/1. Strengthen coordination with AAAs to determine the future of Outreach, specifically in regard to how and to whom Outreach will be targeted in the future in order to best disseminate information about available services.

1-B/2. Assist the AAAs to expand regional Outreach programs in order to better inform and serve those individuals at greatest risk of losing their independence, and their care-givers regarding specific, needed services available within their own communities. Assure that employment and training services are included in the over-all outreach effort.

OBJECTIVE 1-C: Increased efficiency through pooling of resources and more attention to networking with other agencies and organizations.

STRATEGIES:

1-C/1. Network with agencies and organizations that serve the disabled (of any age) to determine the common needs of elderly persons and explore ways to combine efforts and resources.

1-C/2. Explore other potential partnerships outside the traditional aging network.

1-C/3. Increase emphasis on older worker advocacy and assistance programs.

PERFORMANCE OUTCOME MEASURE: 75% of consumers' survey responses received during the past year will indicate that programs are relevant and helpful in addressing their needs.

External Factors which pose Potential Limitations:

1. Demographic projections are inherently inaccurate or changing, so any programmatic changes based on such projections will have to remain flexible.

2. Some areas of the state are experiencing robust economic and population growth, while others are experiencing out-migration and economic stagnation or decline due to high unemployment. This situation results in significant challenges to meet the needs of seniors residing in vastly different community settings.

3. The aging services industry is fragmented, making it difficult for the network as a whole to respond rapidly or in a coordinated manner to changing consumer demographics, trends in the marketplace, or other changing or conditions.

4. Federal allotments for programs and services for the elderly have recently been reduced. If this trend continues, it will undermine our ability to meet need for services. In addition, Federal allotments for services for the elderly are segregated into individual programs, limiting our flexibility to adjust programming to meet changing needs.

Goal #2:   STRENGTHEN PARTNERSHIPS.

We recognize that strong partnerships with the AAAs and others are necessary to best serve our consumers and to allow us to join our common interests to mutually benefit all involved.

OBJECTIVE 2-A: Improved communication with AAAs and other partners in the aging network.

STRATEGIES:

    2-A/1.   Solicit input through listening sessions with the AAAs and other aging partners regarding organizational needs, strengths, challenges, vision, etc.

2-A/2. Foster a cooperative relationship by providing all information in a concise, clear, and consistent manner to support an atmosphere of trust, respect and openness. Solicit feedback.

2-A/3. Conduct regular activity updates for ICOA staff and AAAs regarding projects, grants, etc. (Email information to be shared both internally and externally).

2-A/4. Encourage ICOA staff to attend Commission meetings where AAA Directors report on activities in their areas.

2-A/5. Familiarize ICOA staff with each AAA's programs, projects and activities on an ongoing basis.

OBJECTIVE 2-B: Creative collaboration with AAAs.

STRATEGIES:

2-B/1. Assess needs of each AAA. Seek alternative ways to support innovative ideas.

2-B/2 Look at "Best Practices" to encourage creativity and share ideas.

2-B/3. Recognize outstanding performance in long-term care initiatives.

OBJECTIVE 2-C: New partnerships.

STRATEGIES:

2-C/1. Identify where ICOA and the AAAs share common ground with both private and public entities and expand partnership opportunities by opening dialogues with those agencies.

2-C/2. Seek new partners that reflect changing demographics.

2-C/3.   Solicit new partnership development suggestions from the AAAs.

2-C/4.   Actively support regional forums to discuss and identify innovative solutions that build and/or strengthen community resources.

2-C/5.   Explore ways to combine resources and improve efficiency by providing services to elderly clients and other agencies' targeted recipients through sharing of facilities, pooling funds, sharing staff, etc.

OBJECTIVE 2-D: Streamlined reporting.

STRATEGIES:

2-D/1.   Review requirements for satisfying state and federal mandates; eliminate duplication and nonessential detail.

2-D/2.   Review and, if necessary, revise outcome measures to ensure that viable data is available to support determination of results.

2-D/3.   Incorporate anecdotal approaches to determining outcomes and customer satisfaction.

OBJECTIVE 2-E: Enhance financial resources of aging network.

2-E/1.   Identify additional funding sources and partnerships with outside entities to assist seniors and their families to prepare for their older years when their needs will be different and perhaps more costly.

2-E/2.   Use ICOA staff expertise to advise and assist AAAs in a variety of possible fund raising and funding concepts and promote the development of similar training at local level, including senior centers.

2-E/3.   Understand and communicate the limitations and effects of minor funding increases for a growing population of older and frailer people and determine how we can serve some, while we will be unable to assist all needing help.

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PERFORMANCE OUTCOME MEASURE: ICOA staff and AAAs form eight (8) new relationships with local entities that extend or enhance services to seniors.

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External Factors which pose Potential Limitations:

1. Turnover of leadership in the ICOA and in the AAAs may require renewed efforts to build and maintain meaningful partnerships.

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Goal #3: BUILD OVERALL AWARENESS OF AGING ISSUES AND SUPPORT FOR AGING PROGRAMS.

We recognize that services will reach those most in need, and the programs will receive the broad support they need, only if the public, state, and local decision-makers know of the benefits of our programs.

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OBJECTIVE 3-A: Better media exposure to increase overall awareness of aging issues.

STRATEGIES:

3-A/1.   Submit news, feature stories, and announcements relating to ICOA activities, advocacy issues, upcoming meetings, public forums and conferences, etc.

3-A/2.   Emphasize informational outreach to disseminate information to non-senior caregivers and other family members of elderly persons who may qualify for services.

3-A/3.   Whenever possible and appropriate, have ICOA staff attend other agencies' and organizations' conferences and workshops as representatives of ICOA and as advocates on behalf of older persons.

3-A/4.   Explore opportunities to educate the general public regarding the conditions and needs of elderly persons and issues associated with aging.

OBJECTIVE 3-B: Widespread public awareness of the purpose, existence, and functions of area agencies on aging.

STRATEGIES:

3-B/1.   Encourage and assist the AAAs to raise their profiles within their own regional communities.

3-B/2.   Produce public information materials for distribution statewide.

OBJECTIVE 3-C: Availability of public presentation materials for the AAAs to use locally.

STRATEGIES:

3-C/1.   Assure that consumer guides to services for seniors, including guides for choosing assisted living facilities and nursing homes, are available statewide.

3-C/2.   Customize any public service announcements or other informational material to be specific in referring to the regional AAAs.

OBJECTIVE 3-D: Legislative and local government advocacy.

STRATEGIES:

    3-D/1.   Advocate at the state level for legislative change where such change is needed to address aging issues or the needs of older persons.

    3-D/2.   Support and assist AAAs to advocate effectively, locally, on behalf of older people and the issues that affect them.

> **PERFORMANCE OUTCOME MEASURE:** 75% of participants who fill out evaluations will report that informational presentations made by ICOA and other aging network staff increased their knowledge about our programs.

External Factors which pose Potential Limitations: None

> **Goal #4: ENHANCE THE ECONOMIC SECURITY OF OLDER IDAHOANS, PARTICULARLY THOSE WHO ARE LOW INCOME AND AT- RISK.**
>
> We recognize that it is increasingly important to offer aging persons the tools to maximize their own economic self-reliance.

OBJECTIVE 4-A: Encourage personal responsibility and independence, healthier lifestyles, and long-range planning by seniors and their families.

STRATEGIES:

    4-A/1.   Work with partners to develop improved information and education regarding planning and preparing for long-term care.

    4-A/2.   Build relationships with entities that can assist individuals in planning for their long-term care.

4-A/3.   Encourage seniors and their families to help themselves through communication and counseling before needs arise.

OBJECTIVE 4-B: Enhanced advocacy for legislative and policy changes that support and protect the economic well being of older Idahoans.

STRATEGIES:

4-B/1.   At the federal level, advocate for a stronger state role through congressional representatives, national organizations, or other venues.

4-B/2.   At the state level, represent the interests of older individuals by serving on state level councils and committees that impact the economic status of low-income older Idahoans.

4-B/3.   Provide information that informs legislators, aging network advocates, and other key decision makers of the impact of legislative proposals on the elderly, with emphasis on those who are low-income.

OBJECTIVE 4-C: Increased access to appropriate education, employment and training opportunities for older individuals.

STRATEGIES:

4-C/1.   Develop community and statewide partnerships to foster life-long learning opportunities for older individuals.

4-C/2.   Increase access to distance learning in order to provide new training opportunities for older individuals.

4-C/3.   ICOA's administrator will maintain a position on the Governor's State Workforce Development Council.

4-C/4.   ICOA's Older Worker Coordinator will represent older individuals on the State One-Stop Career System Leadership Team.

OBJECTIVE 4-D: Sustained high quality of Idaho's Senior Community Service Employment Program in view of new federal regulations, declining resources and increasing program and staffing requirements.

STRATEGIES:

4-D/1.   Implement the new SCSEP data collection and reporting system, federal regulations, as well as the new performance measures framework required by the U.S. Department of Labor.

4-D/2.   Provide staff training necessary to implement new program requirements.

4-D/3.   Advocate for legislative and regulatory changes to address the unique participant eligibility and cost challenges facing Idaho as a rural SCSEP provider.

4-D/4.   Apply "Best Practices" in the provision of SCSEP services in order to make the best possible use of limited resources for SCSEP participants.

OBJECTIVE 4-E: Broadened options and opportunities exist for Older persons to enter and remain in the workforce for as long as possible.

STRATEGIES:

4-E/1.   Heighten employer awareness of the value of the aging worker and aging workplace issues.

4-E/2.   Develop and distribute Employer Awareness Presentation packets to each of the six Local Workforce Investment areas.

4-E/3.   Provide promotional materials to each of Idaho's six Older Worker Programs to showcase the workplace value of older individuals during Older Worker Week (September 23 – 29).

4-E/4.   Distribute materials related to Employment (Age) Discrimination to educate job seekers and employers alike, in order to eliminate employment barriers.

OBJECTIVE 4-F: Widespread dissemination of information to help individuals prepare financially for their later years.

STRATEGIES:

4-F/1.   Use website to disseminate consumer information relative to financial well being.

4-F/2.   Partner with agencies that already provide financial information services.

4-F/3.   Research existing resources and best practices and make information available.

> **PERFORMANCE OUTCOME MEASURE:** Idaho's Senior Employment Program will attain an unsubsidized placement rate of 22% for clients who are low income, and at risk.

External Factors which pose Potential Limitations:

1. The aging network's ability to increase older persons' access to "appropriate education, employment and training opportunities" is dependent on having adequate funding earmarked for this purpose. The trend most recently has been to cut back on funding for these programs.

2. The Federal cost structure of the Senior Community Service Employment Program (SCSEP) does not acknowledge the higher costs of providing services where towns are far from each other and the lack of public transportation severely limits employment and training options available to clients. Too few funds are available for distance learning, transportation assistance, skill training and front-line staff. The cost structure impacts Idaho's ability to meet federally mandated placement goals.

3. The U. S. Department of Labor recently implemented more restrictive eligibility criteria for the SCSEP. The negative impact of the eligibility changes appears significantly greater in frontier areas. As a result, Idaho's SCSEP enrollment levels are low while SCSEP staff must turn away low-income individuals in dire need of work experience and training. The low enrollment levels impact Idaho's ability to meet federally mandated placement goals.

Goal #5: MAXIMIZE PROGRAM CAPACITY AND VARIETY WHILE PROMOTING QUALITY.

We recognize that resources are limited; however, we can use creativity to find ways to maximize the effectiveness of service to aging Idahoans.

OBJECTIVE 5-A: Greater efficiency.

STRATEGIES:

5-A/1.   Determine criteria for prioritizing clients to receive services.

5-A/2.   Encourage AAAs to recruit and utilize volunteers where "professional" licensed service providers are not mandated by law.

5-A/3.   Work with AAAs to identify and analyze unmet needs and seek creative ways to meet those needs.

5-A/3.   Seek new partners and additional resources outside the traditional aging network.

OBJECTIVE 5-B: More intergenerational emphasis.

STRATEGIES:

5-B/1.   Modify services and service delivery systems to address the changing family structures and support expectations of a new generation of seniors.

5-B/2.   Seek new partners and resources to help develop new
             intergenerational programs.

OBJECTIVE 5-C: Quality Programs.

STRATEGIES:

5-C/1.   Work with AAAs to identify current practices and best
             practices being used to ensure service quality.

5-C/2.   Work to better define program outcomes. Create new and
             innovative methods to measure program success.

5-C/3.   Evaluate AoA outcomes initiatives and other states' efforts
             for application in Idaho.

PERFORMANCE OUTCOME MEASURE: 90% of all programs reviewed
in the past year through on-site reviews were found to be substantially in
compliance with our laws, rules, regulations, and operations manuals.

External Factors which pose Potential Limitations: None